

25X1

OSA-1713-63
3 May 1963

DEPARTMENT FOR: Deputy Assistant Director, OSA
AKA Chairman, R/CB Panel

SUBJECT: The R/CB Panel

RECORDED BY: Memo to Chiefs of Staffs & Divs. from AD/OSA, etc
13 Apr 63, Subj: Designation of Members of OSA
R/CB Panel (OSA-1751-63)

1. While the opportunity presents itself, I would like to put forth some views concerning the management of personnel controlled by the R/CB Panel for your consideration prior to our premiere meeting. It may be presumptuous at the moment and I also may be stealing some of [redacted] thunder which he may have generated agenda-wise for the first meeting. Seeking your indulgence, however, and his, I feel that it is extremely important that this panel function with all intent and purpose which the Utopian fathers of the Career Service had envisioned for the personnel of CIA. I submit that I have not been alone in my criticism over the years of the inadequacies of Career Service Panels and Boards, and can only look back on a long list of failures and aborts in the attempt by the Agency to form a meaningful Career Service. Now that I am part of one, it would be nothing less than hypocritical to strive for anything less than perfection in the way of personnel management.

2. I would like to see our first meeting address itself to the basic policies which would form the foundation of our career management program, yet be cautious enough to ensure that any policy permits the flexibility for necessary and worthy exceptions. Although the Career Panels normally meet on an annual or semi-annual basis, I would propose that ours meet quarterly, not only to discuss promotions and reassessments, but the general status of career development of employees within the purview of the Career Panel. Heretofore considerable weight has been given to the potential of an employee to satisfy the responsibilities of higher grades with insufficient recognition of the present job the employee may be doing. I suggest that greater emphasis be placed on rewarding the employee for a job well done as recognition of his fine past service with less emphasis on his potential for greater growth.

NET

00A-1713-63

3. One of my pet peeves which I am sure we all have experienced, or really have failed to experience, was an association in any form with the career body which governed our future. I would like to see every member of the Career Service within the Panel's jurisdiction be personally interviewed by at least one member of the Career Panel. The interview should cover the individual's personal desires as far as career development, as well as comments concerning the job he is now fulfilling in an attempt to at least demonstrate that the employee is considered as an individual and not as a line item or a machine run. By such an interview each employee could be assured of first hand representation on the Career Panel when promotions, assignments or general career management is considered. Along this line, I think it would be mandatory for each employee to be interviewed again between assignments.

4. I think the panel should review every fitness report when it is written, thereby providing the Panel with an up-to-date status of each individual in the Service and thus permitting mid-stream guidance, comment, or action regarding one's career.

5. If the Panel is to do anything less than what I suggest above, then I strongly recommend that we change the title of the Panel and eliminate any reference to a career and merely cite it as a personnel panel or promotion panel or by whatever limited features it will have. If, however, we are going to act as the Career Panels have been advertised, then I firmly believe that everything I have stated is a prerequisite.

25X1A

Other, Progress Staff
(Special Activities)

Distribution:

- DAD/OSA
- AD/OSA
- AB/OSA
- SD/OSA
- PS/OSA
- VB/OSA

C/PAB/OSA:

[redacted] (3 May 63)

25X1